

# Laying the Foundation

*a Leader's Journey*

*Holiday Inn*  
*Club Vacations*  
INCORPORATED

# Laying the Foundation

*a Leader's Journey*

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# Your Partners

In your time as a leader, you will need to connect and partner with other professionals in the company. You will work with them to leverage their skills in order to help your team. Some partners are specific to you and your role. Keep track of those partnerships here.



**NAME:**

**HOW THEY SUPPORT YOU:**

**HR PARTNER**



**NAME:**

**HOW THEY SUPPORT YOU:**

**TA PARTNER**



**CONTACT:** (877) 365-2666, [FMLASource.com](http://FMLASource.com)  
[FMLACenter@FMLASource.com](mailto:FMLACenter@FMLASource.com)

**HOW THEY SUPPORT YOU:**

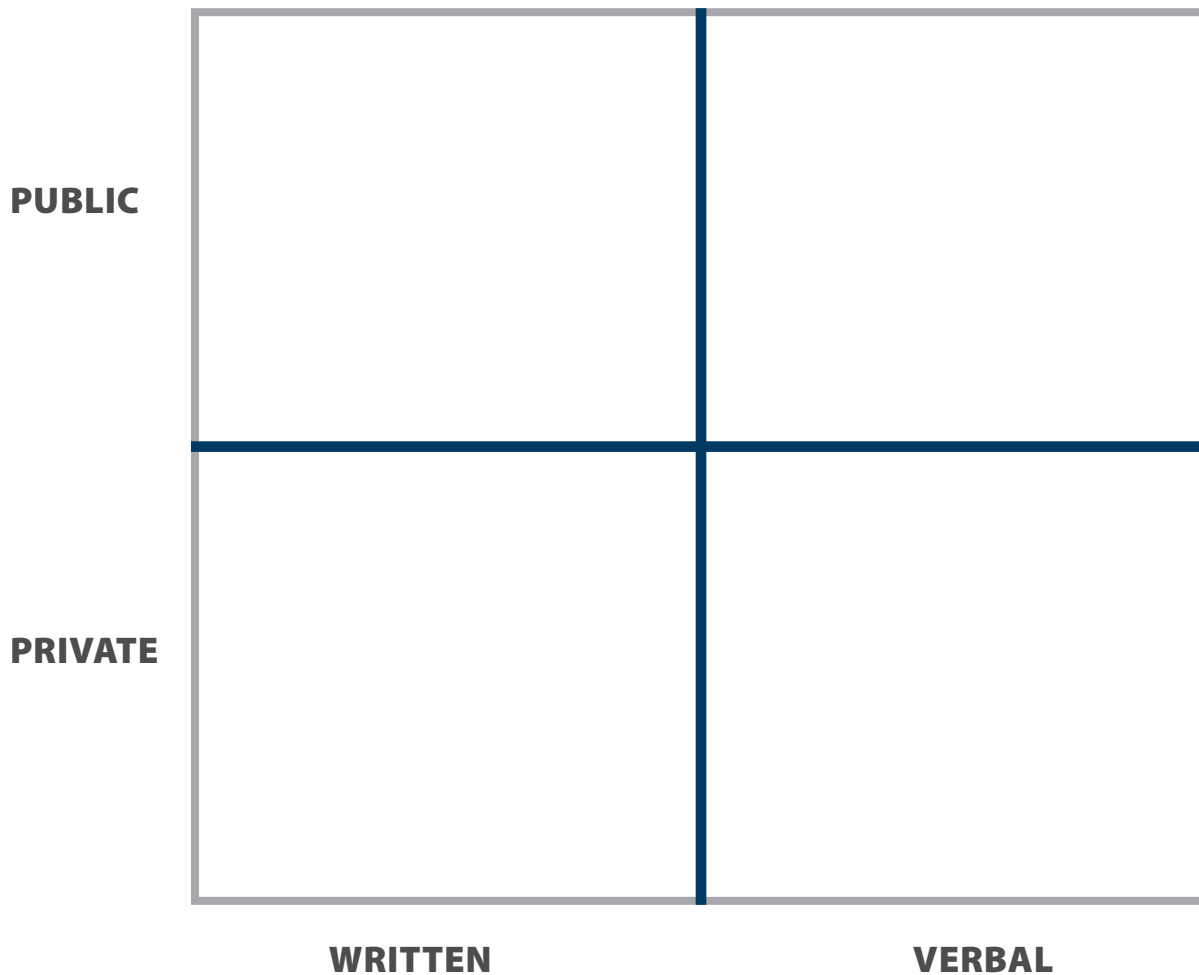
**FMLASOURCE**

If you have questions about FMLA, reach out to the Leave of Absence inbox at [LOA@holidayinnclub.com](mailto:LOA@holidayinnclub.com).

## How can you show appreciation to your team members?



Team members are individual people who enjoy being recognized in different ways. One way of showing gratitude might not be well received by everyone. What are different examples of showing recognition in private or public? What about verbal or written?



## *Listening for Needs*

As you build connections with your direct reports, it will be important to know when to suggest taking a leave. Record some words or phrases that you could hear that might express a need for leave.

## *The Caring Lead for Leave*

Taking leave is something that gives many team members pause. It can sometimes be hard to break away from our career goals to focus on our health or the health of another. It's even harder when we feel that we can't take a break from work.

Think about a time you really needed to step away from work. How did you feel when you told your supervisor? How did they react? Was their reaction helpful or harmful to your needs? Were you able to take the break you hoped for?

If you were in this situation now, which kind of leave do you think would have been the most beneficial for you?

**CONTINUOUS**

**INTERMITTENT**

**REDUCED SCHEDULE**

## *Reviewing the Whole Time*

When rating your team members, it's vital that you consider their performance during the entire review period. It is easy to remember the most recent events, but the earlier months deserve consideration too.

What will be your plan to make sure that you are providing your team members with well-rounded and fair performance ratings that include the entire review period? What strategies or tools might you use?

In your own words, summarize the description behind each rating number.

**1**

**2**

**3**

**4**

**5**

## ***The Possibilities with UKG Pro***

UKG Pro gives you the tools as a leader to help manage necessary administrative tasks. This tool is so powerful, that we often forget what it's capable of. Take notes here to remember all the changes you can make and functions you can access in UKG Pro.

# Bringing our Strategy to Life *Together*

What is one takeaway from the conversation over the future of the Company that stuck with you?

What are some topics that your cohort agreed was most important to discuss?

**GROW RESORTS**

**DIGITAL TRANSFORMATION**

**ACQUISITIONS**

**GROW OUR PEOPLE**

**INNOVATION**

**GUEST LOVE**

**GROW MEMBERSHIP**

**CUSTOMER JOURNEY**

**WORK SETTING**

Why do you think your cohort chose to focus on that topic?



## *The Customer Journey @ OLR*



During LWOC, you visited many different parts of our flagship resort, Orange Lake Resort. During this tour you experienced the journey of a customer. What is something you learned about today that you didn't know before?

## *Decision Making & The Customer Journey*

How does your role affect the customer experience? Is it direct or indirect? In the first box, recall a responsibility that is critical to your role. In the middle box, share the next direct affect of your actions. In the last box, describe how your actions and their effects contribute to the customer journey.



Reach out

# Networking

and connect

There are so many resourceful team members ready to assist you with your goals and responsibilities. Take some time to jot down some helpful team members from the HR Roadshow!



**NAME:**

**TITLE:**

**HOW THEY SUPPORT YOU:**



**NAME:**

**TITLE:**

**HOW THEY SUPPORT YOU:**



**NAME:**

**TITLE:**

**HOW THEY SUPPORT YOU:**



**NAME:**

**TITLE:**

**HOW THEY SUPPORT YOU:**

## *Grow as an Interviewer*

What mistakes have you made, or would have made, with interviewing candidates in the past that you know now to avoid?

What worries you about interviewing new candidates?

Choose a competency that is common in your department. Describe how you would observe this skill through STAR or in action.

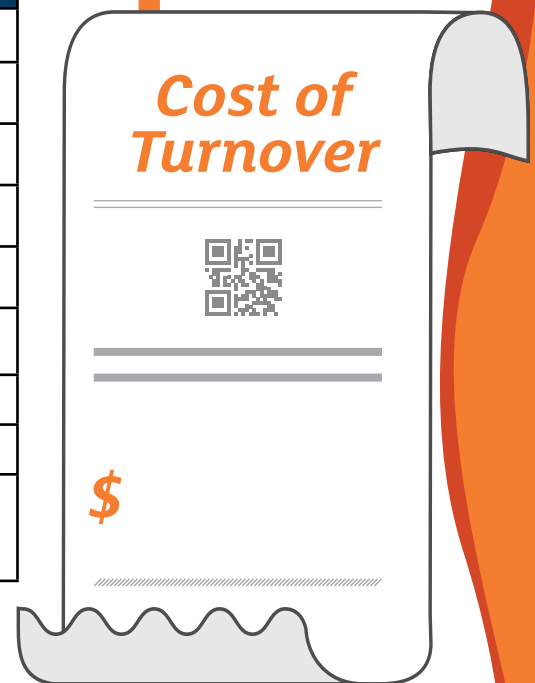
## A High Price To Pay

When a team member leaves, the organization not only loses their skills and experience but also incurs significant costs associated with finding and training a replacement.

Review the invoice calculation below to explore the estimated cost of turnover and see why it is important to retain our top talent.

### Invoice

QTY	ITEM DESCRIPTION
1	Departure of Team Member
30	Days the position is open
1	Advertising and Recruitment
1	Loss of productivity
1	Screening and Onboarding
1	Training Costs
	Wages of Support Staff
	<b>FOR A ROLE WITH AN ANNUAL SALARY OF:</b>
\$	per year



Every department has a different rate of turnover, but our goals are similar: retain our high quality team members. You may not be able to change any of these pricey line items, but you may be able to affect the candidate selection or the team member experience.

What are some steps you can take to reduce team member turnover?

# Your Experience with Talent Acquisition

At some point in your journey with joining the Company, you engaged with the Talent Acquisition Strategy. Think back to your own experiences and share how you remember being apart of each stage of the strategy.



## ***Problems with Policies?***

Is there a policy or procedure you still have questions about? Jot it down here so that you can ask your HR Partner and get clarification.

### ***Problem Resolution Process***

If team members disagree with established rules of conduct, policies, or practices, they can express their concern through the Problem Resolution procedure. If a situation occurs where you believe that a decision affecting you or a team member is unjust or inequitable, you are also encouraged to make use of the following steps.

**Present your problem to**

**If not resolved, discuss with**

**If not resolved, contact**

**If not resolved, you can make a demand for arbitration.**

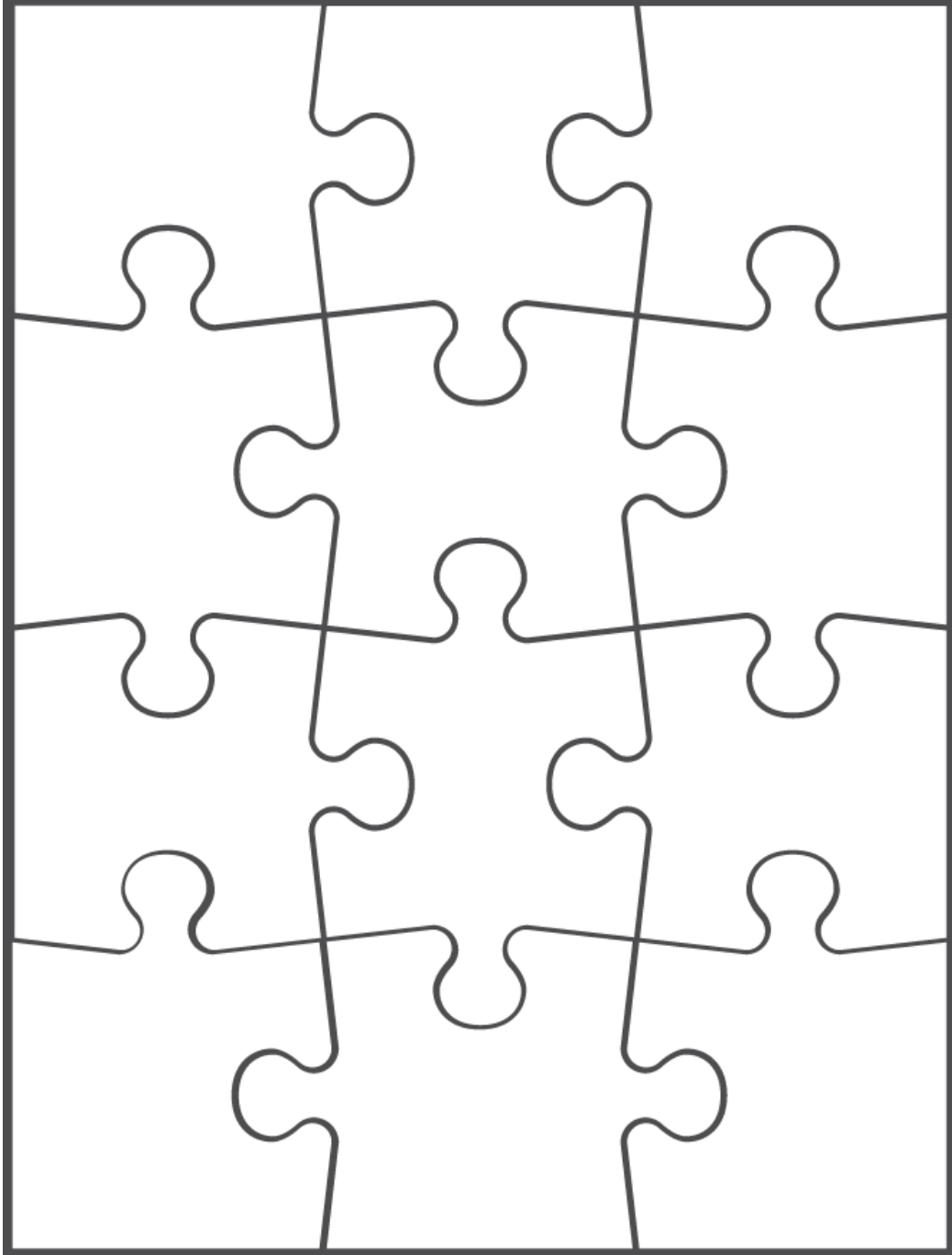
Where can you find the following resources?

**TEAM MEMBER HANDBOOK**

**COMPANY POLICIES**

## *The Puzzle Pieces of Performance Management*

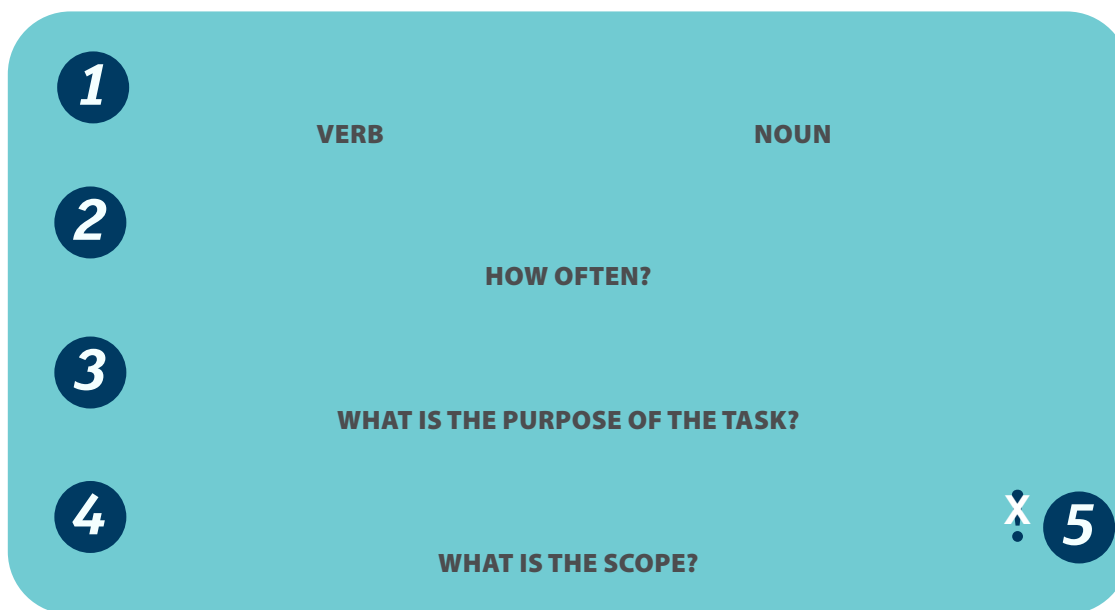
There are many tools at your disposal to build the performance of your team members. Record the puzzle pieces of performance management.





# Writing Job Descriptions

It takes clear and concise language to write a high quality job description. Think of one core function related to either yourself or a team member. Write out the task as if it were going in a job description, and try to keep it short.



- 1 Begin each statement with an action verb in the first person present tense followed by the noun it affects.
- 2 Does this task happen daily, weekly, monthly or some other timely increment?
- 3 Why does this role perform this task? To maintain... ? To update...? To ensure...?
- 4 Is the entire department, region, or company affected by this task?
- 5 Punctuation matters. Pay close attention to the tone of your reception which can be perceived when you use **?** and **!** repeatedly.

*Remember: The Compensation Department uses data from market analysis and the written tasks of the job description to set wage ranges.*

Below is a collection of common verbs and nouns that could be used to describe a task within the Company. This list is by no means all-inclusive of every verb and noun found in job descriptions, but can serve as a starting point for crafting descriptive tasks and responsibilities.

## Action verbs

### ADMINISTRATIVE

*Consult, Approve, Assign, Delegate, Coordinate, Implement, Execute, Manage, Organize, Initiate, Review, Supervise, Train*

### ANALYZING

*Appraise, Compare, Evaluate, Examine, Inspect, Interpret, Investigate, Rate, Recommend, Research, Summarize, Survey*

### GIVE / TAKE

*Accept, Collect, Compile, Gather, Purchase, Recruit, Solicit, Deliver, Distribute, Issue, Notify, Provide, Request, Sell, Supply, Transfer*

### CONTROL

*Audit, Check, Conserve, Enforce, Guarantee, Prevent, Regulate, Restrict, Verify*

### CREATE

*Design, Develop, Devise, Establish, Formulate, Plan, Propose*

## Familiar Nouns

### ADMINISTRATIVE

*Brand Guidelines, Database, Team Members, Department, Resort Operations, Financial Goals, Presentations, Key Performance Indicators, Reports, Dashboards*

### FACILITIES

*Technicians, Grounds Personnel, Facilities Maintenance, Housekeeping, Warehouse Operations, Repair Programs, Plumbing, Appliance Repairs, Environment*

### CUSTOMER SERVICE

*Customer Experience, Sales, Tour, Resort Property, Features, Benefits, Guests, Product Knowledge, Reservations, Inquiries, Bookings*

### RESORT OPERATIONS

*Procurement, Goods, Sales, Staffing, Budgets, Allocation, Guest Services, Engagement, Activities, Safety*

### GENERAL

*Mistakes, Growth, Goal, Inventory, Deadlines, Results, Permission, Adjustments, Policies, Procedures, Strategies, Standards, Objectives*